



**TSANTSABANE MUNICIPALITY**

## **DRAFT SDBIP**

**Service Delivery & Budget  
Implementation Plan 2014/2015**



The MFMA requires that municipalities prepare a Service Delivery and Budget Implementation Plan as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their Integrated Development Plan Strategy.

According to section I of the Act a service delivery and budget implementation plan means a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

(a) Projections for each month of the year

(i) Revenue to be collected, by source; and

(ii) Operational and capital expenditure, by vote;

(b) Service delivery targets and performance indicators for each quarter;

(c) Any other matters that may be prescribed, and includes any revisions of such plan by the mayor in terms of section 54(1)(c);

In terms of Section 53(3) of the Municipal Finance Management Act (MFMA) No. 56 of 2003. The mayor must ensure-

(a) that the revenue and expenditure projections for each month and the service delivery targets and performance indicators for each quarter, as set out in the service delivery and budget implementation plan, are made public no later than 14 days after the approval of the service delivery and budget implementation plan; and

(b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality's service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.

| TSANTSABANE MUNICIPALITY   |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|--|---------------------------------|------------|------------|------------|------------|---|----------------------------|------------|--------|------------|-----------------------------|----------------------|
| DETAIL FUNDING OF CAPITAL EXPENDITURE - PER MUNICIPAL DEPARTMENT |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
| VOTE   | PROJECT                         | CAPITAL    |            |            |            |   | CAPITAL EPENDITURE BY VOTE |            |        |            | Operational/<br>Maintenance | Source of<br>Finance |
|  |                                 | TOTAL      | 2014/2015  | 2015/2016  | 2016/2017  |   | 2014/2015                  |            |        |            |                             |                      |
| Cemetery (005)   |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Equipment for graveyards        | 175 000    | -          | 75 000     | 100 000    |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Upgrading of facilities         | 20 000     | -          | -          | 20 000     |   |                            |            |        |            |                             |                      |
|  | Equipment for graveyards        | 12 000     | -          | 12 000     |            |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 207 000    | -          | 87 000     | 120 000    |   | -                          | -          | -      | -          | -                           |                      |
| Library (007)  | Boichoko                        |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Books                           | 37 000     | 10 000     | 12 000     | 15 000     |   |                            | 10 000     | 10 000 | 20 000     |                             | Library Grant        |
|  | Expantion library services      | 330 000    | -          | 150 000    | 180 000    |   |                            |            |        |            |                             |                      |
|  |                                 |            |            | -          |            |   |                            |            |        |            |                             |                      |
|  | Book covers                     | 10 000     | 10 000     | -          |            |   |                            | 10 000     | 10 000 | 20 000     |                             | Library Grant        |
|  | Jenn-Haven                      |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Books                           | 37 000     | 10 000     | 12 000     | 15 000     |   |                            | 10 000     | 10 000 | 20 000     |                             | Library Grant        |
|  | Expantion library services      | 330 000    | -          | 150 000    | 180 000    |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Postmasburg Town                |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Books                           | 26 000     | 10 000     | 7 000      | 9 000      |   |                            | 10 000     | 10 000 | 20 000     |                             | Library Grant        |
|  | Meubels en toerusting           | 80 000     | 50 000     | 30 000     |            |   | 50 000                     | 50 000     |        | 100 000    |                             | Library Grant        |
|  | Photo Copy Masjien              | 12 000     | 12 000     |            |            |   |                            | 12 000     | 12 000 | 24 000     |                             | Library Grant        |
|  | Book security system            | 240 000    | -          | -          | 240 000    |   |                            |            |        |            |                             |                      |
|  | Vehicle                         | 140 000    | 140 000    | -          |            |   | 140 000                    | 140 000    |        | 280 000    |                             | Own funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Postdene                        |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Books                           | 26 000     | 10 000     | 7 000      | 9 000      |   |                            | 10 000     | 10 000 | 20 000     |                             | Library Grant        |
|  | Boekrakke                       | 20 000     | -          | 20 000     | -          |   |                            |            |        |            |                             |                      |
|  | Fridge                          | 3 000      | -          | 3 000      |            |   |                            |            |        |            |                             |                      |
|  | Book security system            | 240 000    |            |            | 240 000    |   |                            |            |        |            |                             |                      |
|  |                                 |            | -          |            |            |   |                            |            |        |            |                             |                      |
|  | Groenwater                      |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Boeke                           | 5 000      | 5 000      |            |            |   |                            |            | 5 000  | 5 000      |                             | Library Grant        |
|  | Skeifontein                     |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Boeke                           | 5 000      | 5 000      |            |            |   |                            | 5 000      | 5 000  | 10 000     |                             | Library Grant        |
|  | TOTAL                           | 1 541 000  | 262 000    | 391 000    | 888 000    | - | 190 000                    | 257 000    | 72 000 | 519 000    | -                           |                      |
| Fire Fighting (009)  | Fire Fighting                   |            | -          |            | -          |   |                            |            |        |            |                             |                      |
|  | Emergency equipment             | 265 000    | 150 000    | 75 000     | 40 000     |   | 150 000                    | 150 000    |        | 300 000    |                             |                      |
|  | Fire hoses                      | 35 000     | 25 000     | -          | 10 000     |   | 25 000                     | 25 000     |        | 50 000     |                             |                      |
|  |                                 |            | -          |            | -          |   |                            |            |        |            |                             |                      |
|  | Protective Gear                 | 25 000     | -          | 20 000     | 5 000      |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 325 000    | 175 000    | 95 000     | 55 000     |   | 175 000                    | 175 000    | -      | 350 000    | -                           |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | -          | -          | -          | -          |   | -                          | -          | -      | -          | -                           |                      |
| Municipal Buildings and Property (023)                           | Chairs town hall                | 70 400     | 20 000     | 24 000     | 26 400     |   | 20 000                     | 20 000     |        | 40 000     |                             |                      |
|  | Polishing machine               | 27 000     | 15 000     | 12 000     | -          |   | 15 000                     | 15 000     |        | 30 000     |                             |                      |
|  | 2x Vacuum cleaner               | 28 000     | 14 000     | 5 000      | 9 000      |   | 14 000                     | 14 000     |        | 28 000     |                             |                      |
|  | Upgrading of side hall          | 700 000    | 350 000    | 150 000    | 200 000    |   | 350 000                    | 350 000    |        | 700 000    |                             | Own Funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 825 400    | 399 000    | 191 000    | 235 400    |   | 399 000                    | 399 000    | -      | 798 000    | -                           |                      |
| Parks and Recreation (025)                                       |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  |                                 |            | -          | -          |            |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Lawn mowers                     | 285 000    | 150 000    | 60 000     | 75 000     |   | 150 000                    | 150 000    |        | 300 000    |                             |                      |
|  |                                 |            | -          | -          | -          |   |                            |            |        |            |                             |                      |
|  | Weed eaters                     | 96 000     | 35 000     | 30 000     | 31 000     |   | 35 000                     | 35 000     |        | 70 000     |                             |                      |
|  | Toolroom                        | 75 000     | 75 000     |            |            |   | 75 000                     | 75 000     |        | 150 000    |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 456 000    | 260 000    | 90 000     | 106 000    |   | 260 000                    | 260 000    | -      | 520 000    | -                           |                      |
| Public Works (029)   |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Roads Postmasburg Town/Business | 9 000 000  | 3 000 000  | 3 000 000  | 3 000 000  |   | 3 000 000                  | 3 000 000  |        | 6 000 000  |                             | Own Funds            |
|  |                                 |            | -          | -          |            |   |                            |            |        |            |                             | -                    |
|  | MIG                             | 46 452 000 | 14 750 000 | 15 252 000 | 16 450 000 |   | 14 750 000                 | 14 750 000 |        | 29 500 000 |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 55 452 000 | 17 750 000 | 18 252 000 | 19 450 000 |   | 17 750 000                 | 17 750 000 | -      | 35 500 000 | -                           |                      |
| Mayoral Office (038)   |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  |                                 |            | -          |            |            |   |                            |            |        |            |                             |                      |
|  | Filing cabinet                  | 2 400      | 2 400      | -          |            |   | 2 400                      | 2 400      |        | 4 800      |                             |                      |
|  | Air conditioner                 | 15 000     | 15 000     |            |            |   | 15 000                     | 15 000     |        | 30 000     |                             |                      |
|  | Typing chairs                   | 1 800      | 1 800      |            |            |   | 1 800                      | 1 800      |        | 3 600      |                             |                      |
|  | Office furniture                | 24 000     | 24 000     |            |            |   | 24 000                     | 24 000     |        | 48 000     |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 43 200     | 43 200     | -          | -          |   | 43 200                     | 43 200     | -      | 86 400     | -                           |                      |
| Corporate Services (039)   | Office furniture                | 25 000     | 25 000     |            |            |   | 25 000                     | 25 000     |        | 50 000     |                             | Own Funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Computers & Printers            | 1 750 000  | 750 000    | 600 000    | 400 000    |   | 750 000                    | 750 000    |        | 1 500 000  |                             | Own Funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | TOTAL                           | 1 775 000  | 775 000    | 600 000    | 400 000    |   | 775 000                    | 775 000    | -      | 1 550 000  | -                           |                      |
| Human Resources (040)  | Office furniture                | 20 000     | 20 000     |            |            |   | 20 000                     | 20 000     |        | 40 000     |                             | Own Funds            |
|  | Toegangsbeheer                  | 100 000    | 100 000    |            |            |   | 100 000                    | 100 000    |        | 200 000    |                             | Own Funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             | Own Funds            |
|  | TOTAL                           | 120 000    | 120 000    | -          | -          |   | 120 000                    | 120 000    | -      | 240 000    | -                           |                      |
| Municipal Manager (41)   | Municipal Manager               |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Aircon                          | 12 000     | 12 000     | -          |            |   | 12 000                     | 12 000     |        | 24 000     |                             |                      |
|  | Typing chairs                   | 3 600      | 1 800      | 1 800      |            |   | 1 800                      | 1 800      |        | 3 600      |                             |                      |
|  | Office furniture                | 60 000     | 60 000     |            |            |   | 60 000                     | 60 000     |        | 120 000    |                             | Own Funds            |
|  | IDP                             |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Office furniture                | 12 000     | 12 000     |            |            |   | 12 000                     | 12 000     |        | 24 000     |                             | Own Funds            |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | LED                             |            |            |            |            |   |                            |            |        |            |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |
|  | Office furniture                | 12 000     | 12 000     | -          |            |   | 12 000                     | 12 000     |        | 24 000     |                             |                      |
|  |                                 |            |            |            |            |   |                            |            |        |            |                             |                      |

|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|--------------------------|--------------------------------|-------------|------------|------------|------------|--|------------|------------|--------|------------|---|-----------|
|                          | TOTAL                          | 99 600      | 97 800     | 1 800      | -          |  | 97 800     | 97 800     | -      | 195 600    | - |           |
| Council General (042)    |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | Council Chamber                | 200 000     | 200 000    |            |            |  | 200 000    | 200 000    |        | 400 000    |   | Own Funds |
|                          | New Office Building            | 12 750 000  |            | 750 000    | 12 000 000 |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 12 950 000  | 200 000    | 750 000    | 12 000 000 |  | 200 000    | 200 000    | -      | 400 000    | - |           |
| Financial Services (043) |                                |             | -          | -          | -          |  |            |            |        |            |   |           |
|                          | New Prepaid system (Water)     | 1 550 000   | 500 000    | 750 000    | 300 000    |  | 500 000    | 500 000    |        | 1 000 000  |   | Own Funds |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | Office furniture               | 160 000     | 60 000     | 100 000    |            |  | 60 000     | 60 000     |        | 120 000    |   | Own Funds |
|                          | Projector                      | 12 000      | 12 000     |            |            |  | 12 000     | 12 000     |        | 24 000     |   | Own Funds |
|                          | Voertuig vlootbeheer stelsel   | 100 000     | 100 000    |            |            |  | 100 000    | 100 000    |        | 100 000    |   | Own Funds |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 1 722 000   | 672 000    | 850 000    | 300 000    |  | 672 000    | 572 000    | -      | 1 244 000  | - |           |
| Traffic (049)            | Upgrading of admin buildings   | 600 000     | -          | -          | 600 000    |  |            |            |        |            |   |           |
|                          | Furniture & office equipment   | 20 000      | 20 000     |            |            |  | 20 000     | 20 000     |        | 40 000     |   |           |
|                          | 4 X Patrol vehicles            | 745 000     | 600 000    | 145 000    |            |  | 600 000    | 600 000    |        | 1 200 000  |   | Own Funds |
|                          | Traffic Signs                  | 149 300     | 80 000     | 33 000     | 36 300     |  | 80 000     |            |        | 80 000     |   | Own Funds |
|                          | Equipment                      | 22 000      | 10 000     | 6 000      | 6 000      |  | 10 000     |            |        | 10 000     |   | Own Funds |
|                          | Play Detector                  | 100 000     | 100 000    |            |            |  | 100 000    |            |        | 100 000    |   | Own Funds |
|                          | Aircons x 2                    | 20 000      | 20 000     |            |            |  | 20 000     |            |        | 20 000     |   | Own Funds |
|                          | Parking Port                   | 200 000     |            | 200 000    |            |  |            |            |        |            |   |           |
|                          | Wooden Cabinets 4              | 130 000     | 40 000     | 40 000     | 50 000     |  | 40 000     |            |        | 40 000     |   | Own Funds |
|                          | Alarm System                   | 20 000      | 20 000     |            |            |  | 20 000     |            |        | 20 000     |   | Own Funds |
|                          | Fax machine                    | 4 500       |            | 4 500      |            |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 2 010 800   | 890 000    | 428 500    | 692 300    |  | 890 000    | 620 000    | -      | 1 510 000  | - |           |
| Refuse (053)             | 210 liter pole refuse bins     | 300 000     | 80 000     | 100 000    | 120 000    |  | 80 000     | 80 000     |        | 160 000    |   |           |
|                          |                                |             | -          | -          | -          |  |            |            |        |            |   |           |
|                          | Steel mass containers          | 150 000     | 150 000    | -          |            |  | 150 000    | 150 000    |        | 300 000    |   |           |
|                          | Landfill site                  | 3 000 000   | -          | 1 800 000  | 1 200 000  |  |            |            |        |            |   |           |
|                          | Vehicle                        | 700 000     | 400 000    | 300 000    |            |  | 400 000    | 400 000    |        | 800 000    |   | Own Funds |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 4 150 000   | 630 000    | 2 200 000  | 1 320 000  |  | 630 000    | 630 000    | -      | 1 260 000  | - |           |
| Workshop (055)           | Toolbox                        | 15 000      | 15 000     |            |            |  | 15 000     | 15 000     |        | 30 000     |   |           |
|                          | Vehicle                        | 900 000     | 400 000    | 500 000    |            |  | 400 000    | 400 000    |        | 800 000    |   | Own Funds |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 915 000     | 415 000    | 500 000    | -          |  | 415 000    | 415 000    | -      | 830 000    | - |           |
| Electricity (105)        | Kumba - New electricity supply |             |            |            |            |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | Toolbox                        | 125 000     | 125 000    | -          | -          |  | 125 000    | 125 000    |        | 250 000    |   | Own Funds |
|                          |                                |             | -          | -          |            |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 125 000     | 125 000    | -          | -          |  | 125 000    | 125 000    | -      | 250 000    | - |           |
| Water (110)              | Water connections              |             |            |            |            |  |            |            |        |            |   |           |
|                          |                                |             | -          | -          |            |  |            |            |        |            |   |           |
|                          | Reservios & pressure tower     | 7 500 000   | -          | 2 500 000  | 5 000 000  |  |            |            |        |            |   |           |
|                          | Pipe work                      | 4 500 000   | -          | 2 000 000  | 2 500 000  |  |            |            |        |            |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | Bulk water supply              |             |            |            |            |  |            |            |        |            |   |           |
|                          | New Boreholes                  | 12 000 000  | 3 500 000  | 2 500 000  | 6 000 000  |  | 3 500 000  | 3 500 000  |        | 7 000 000  |   | Loan      |
|                          | 2000 Pre Paid Water meters     | 5 400 000   | 5 400 000  | -          |            |  | 5 400 000  | 5 400 000  |        | 10 800 000 |   | Loan      |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | Municipality                   |             |            |            |            |  |            |            |        |            |   |           |
|                          | Compressor                     | 30 000      | 30 000     |            |            |  | 30 000     | 30 000     |        | 60 000     |   |           |
|                          | Fencing for boreholes          | 260 000     | 200 000    | 60 000     |            |  | 200 000    | 200 000    |        | 400 000    |   |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
|                          | TOTAL                          | 29 690 000  | 9 130 000  | 7 060 000  | 13 500 000 |  | 9 130 000  | 9 130 000  | -      | 18 260 000 | - |           |
|                          |                                |             |            |            |            |  |            |            |        |            |   |           |
| TOTAL                    |                                | 112 407 000 | 31 944 000 | 31 496 300 | 49 066 700 |  | 31 872 000 | 31 569 000 | 72 000 | 63 513 000 | - |           |

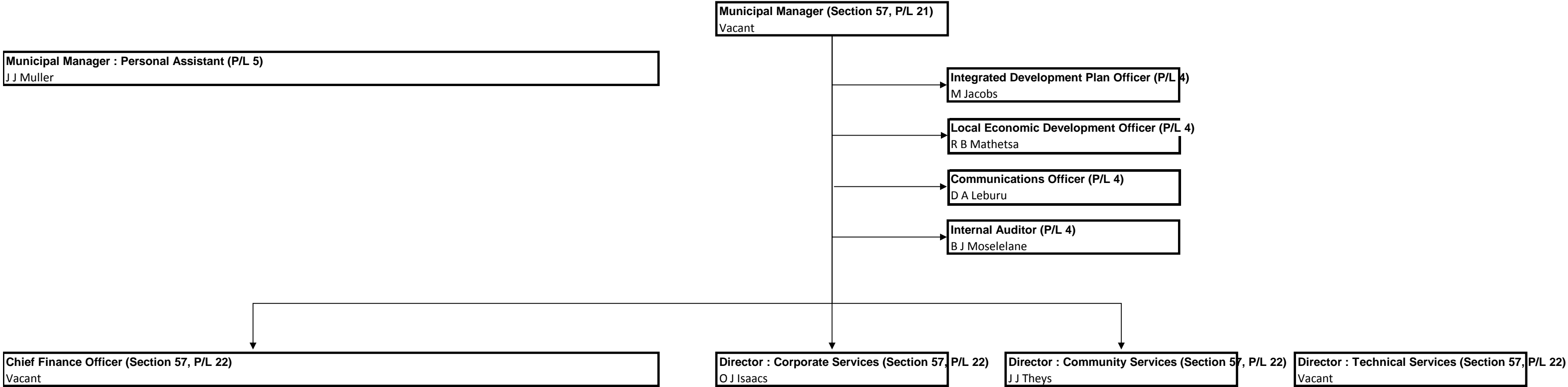
**SDBIP: REVENUE BY SOURCE**

**NC085 Tsantsabane - Supporting Table SA25 Budgeted monthly revenue and expenditure**

| Description  | Ref      | Budget Year 2014/15 |                |               |                 |               |                |                |                |               |                 |                |               | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|----------|---------------------|----------------|---------------|-----------------|---------------|----------------|----------------|----------------|---------------|-----------------|----------------|---------------|---|------------------------|------------------------|
| R thousand   |          | July                | August         | Sept.         | October         | November      | December       | January        | February       | March         | April           | May            | June          | Budget Year 2014/15                           | Budget Year +1 2015/16 | Budget Year +2 2016/17 |
| <b>Revenue By Source</b>   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               |   |                        |                        |
| Property rates   |          | 9 718               | 1 066          | 1 074         | 1 066           | 1 059         | 1 064          | 1 044          | 1 043          | 1 009         | 1 100           | 1 177          | 1 027         | 21 447  | 24 648                 | 27 497                 |
| Property rates - penalties & collection charges                      |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Service charges - electricity revenue                                |          | 4 096               | 3 854          | 3 791         | 3 524           | 3 210         | 3 033          | 3 166          | 3 180          | 3 397         | 3 318           | 3 998          | 3 728         | 42 295  | 53 109                 | 61 149                 |
| Service charges - water revenue                                      |          | 1 655               | 1 567          | 4 779         | 1 709           | 1 777         | 5 018          | 1 601          | 1 609          | 4 803         | 1 591           | 1 722          | 4 484         | 32 315  | 35 606                 | 39 236                 |
| Service charges - sanitation revenue                                 |          | 588                 | 581            | 579           | 570             | 588           | 582            | 599            | 592            | 589           | 570             | 584            | 578           | 7 000   | 7 990                  | 9 339                  |
| Service charges - refuse revenue                                     |          | 488                 | 490            | 491           | 493             | 492           | 499            | 499            | 490            | 488           | 494             | 499            | 494           | 5 917   | 7 755                  | 9 849                  |
| Service charges - other  |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Rental of facilities and equipment                                   |          | 26                  | 20             | 18            | 27              | 20            | 45             | 22             | 21             | 39            | 19              | 25             | 22            | 304   | 325                    | 350                    |
| Interest earned - external investments                               |          | 22                  | 22             | 22            | 23              | 21            | 20             | 23             | 24             | 22            | 22              | 22             | 22            | 265   | 284                    | 305                    |
| Interest earned - outstanding debtors                                |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Dividends received   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Fines  |          | 24                  | 27             | 21            | 20              | 22            | 29             | 28             | 29             | 26            | 22              | 20             | 22            | 290   | 310                    | 334                    |
| Licences and permits   |          | 32                  | 33             | 30            | 30              | 35            | 32             | 35             | 36             | 30            | 33              | 33             | 26            | 385   | 412                    | 443                    |
| Agency services  |          | 55                  | 54             | 50            | 55              | 57            | 60             | 55             | 54             | 52            | 51              | 50             | 57            | 650   | 696                    | 748                    |
| Transfers recognised - operational                                   |          | 11 804              |                |               |                 | 10 703        |                |                |                | 7 287         |                 |                |               | 29 794  | 29 794                 | 31 010                 |
| Other revenue  |          | 1 018               | 1 002          | 998           | 1 040           | 1 019         | 1 009          | 1 023          | 1 045          | 1 001         | 992             | 1 022          | 1 051         | 12 220  | 13 292                 | 14 513                 |
| Gains on disposal of PPE   |          |                     |                |               |                 |               |                |                |                |               |                 |                | 30 000        | 30 000  | 29 000                 | 29 000                 |
| <b>Total Revenue (excluding capital transfers and contributions)</b> |          | <b>29 526</b>       | <b>8 716</b>   | <b>11 853</b> | <b>8 557</b>    | <b>19 003</b> | <b>11 391</b>  | <b>8 095</b>   | <b>8 123</b>   | <b>18 743</b> | <b>8 212</b>    | <b>9 152</b>   | <b>41 511</b> | <b>182 882</b>                                | <b>203 221</b>         | <b>223 773</b>         |
| <b>Expenditure By Type</b>   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               |   |                        |                        |
| Employee related costs   |          | 4 388               | 4 307          | 4 588         | 4 548           | 4 421         | 6 359          | 4 977          | 4 902          | 4 941         | 4 707           | 4 706          | 4 863         | 57 707  | 61 746                 | 66 377                 |
| Remuneration of councillors  |          | 219                 | 212            | 223           | 238             | 218           | 233            | 336            | 240            | 245           | 244             | 244            | 240           | 2 892   | 3 094                  | 3 326                  |
| Debt impairment  |          | 4 698               |                |               | 4 698           |               |                |                |                |               | 4 698           |                | 4 698         | 18 792  | 20 108                 | 21 616                 |
| Depreciation & asset impairment                                      |          | 7 531               |                |               | 7 531           |               |                |                |                |               | 7 532           |                | 7 531         | 30 125  | 32 234                 | 34 652                 |
| Finance charges  |          |                     |                | 97            |                 |               | 97             |                |                | 97            |                 |                | 97            | 388   | 415                    | 446                    |
| Bulk purchases   |          | 2 990               | 2 688          | 2 745         | 2 802           | 2 700         | 2 722          | 2 609          | 2 623          | 2 589         | 2 601           | 2 845          | 2 886         | 32 800  | 36 624                 | 40 970                 |
| Other materials  |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Contracted services  |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Transfers and grants   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Other expenditure  |          | 4 200               | 4 183          | 4 140         | 4 219           | 4 245         | 4 090          | 3 971          | 4 109          | 4 215         | 4 340           | 4 102          | 3 870         | 49 684  | 53 857                 | 58 172                 |
| Loss on disposal of PPE  |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| <b>Total Expenditure</b>   |          | <b>24 026</b>       | <b>11 390</b>  | <b>11 793</b> | <b>24 036</b>   | <b>11 584</b> | <b>13 501</b>  | <b>11 893</b>  | <b>11 874</b>  | <b>12 087</b> | <b>24 122</b>   | <b>11 897</b>  | <b>24 185</b> | <b>192 388</b>                                | <b>208 078</b>         | <b>225 559</b>         |
| <b>Surplus/(Deficit)</b>   |          | <b>5 500</b>        | <b>(2 674)</b> | <b>60</b>     | <b>(15 479)</b> | <b>7 419</b>  | <b>(2 110)</b> | <b>(3 798)</b> | <b>(3 751)</b> | <b>6 656</b>  | <b>(15 910)</b> | <b>(2 745)</b> | <b>17 326</b> | <b>(9 506)</b>                                | <b>(4 857)</b>         | <b>(1 786)</b>         |
| Transfers recognised - capital                                       |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Contributions recognised - capital                                   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Contributed assets   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b> |          | <b>5 500</b>        | <b>(2 674)</b> | <b>60</b>     | <b>(15 479)</b> | <b>7 419</b>  | <b>(2 110)</b> | <b>(3 798)</b> | <b>(3 751)</b> | <b>6 656</b>  | <b>(15 910)</b> | <b>(2 745)</b> | <b>17 326</b> | <b>(9 506)</b>                                | <b>(4 857)</b>         | <b>(1 786)</b>         |
| Taxation   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Attributable to minorities   |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| Share of surplus/ (deficit) of associate                             |          |                     |                |               |                 |               |                |                |                |               |                 |                |               | —   | —                      | —                      |
| <b>Surplus/(Deficit)</b>   | <b>1</b> | <b>5 500</b>        | <b>(2 674)</b> | <b>60</b>     | <b>(15 479)</b> | <b>7 419</b>  | <b>(2 110)</b> | <b>(3 798)</b> | <b>(3 751)</b> | <b>6 656</b>  | <b>(15 910)</b> | <b>(2 745)</b> | <b>17 326</b> | <b>(9 506)</b>                                | <b>(4 857)</b>         | <b>(1 786)</b>         |

NC085 Tsantsabane - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

| Description                              | Ref | Budget Year 2014/15 |         |         |         |          |          |         |          |        |         |         |         | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|-----|---------------------|---------|---------|---------|----------|----------|---------|----------|--------|---------|---------|---------|---|------------------------|------------------------|
|  |     | July                | August  | Sept.   | October | November | December | January | February | March  | April   | May     | June    | Budget Year 2014/15                           | Budget Year +1 2015/16 | Budget Year +2 2016/17 |
| R thousand                               |     |                     |         |         |         |          |          |         |          |        |         |         |         |   |                        |                        |
| Revenue by Vote                          |     |                     |         |         |         |          |          |         |          |        |         |         |         |   |                        |                        |
| Vote 1 - Executive & Council             |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Vote 2 - Budget & Treasury               |     | 15 866              | 4 177   | 4 157   | 4 027   | 14 233   | 4 010    | 3 979   | 4 167    | 14 879 | 4 022   | 4 229   | 4 651   | 82 397  | 84 679                 | 88 837                 |
| Vote 3 - Corporate Services              |     | 17                  | 18      | 22      | 21      | 20       | 16       | 13      | 18       | 12     | 14      | 22      | 16      | 209   | 224                    | 240                    |
| Vote 4 - Community & Social Services     |     | 44                  | 40      | 41      | 39      | 42       | 40       | 48      | 46       | 50     | 44      | 47      | 48      | 529   | 738                    | 771                    |
| Vote 5 - Sport & Recreation              |     | 7                   | 9       | 8       | 9       | 6        | 6        | 5       | 9        | 8      | 8       | 9       | 6       | 90  | 96                     | 103                    |
| Vote 6 - Public Safety                   |     | 110                 | 111     | 102     | 111     | 120      | 101      | 128     | 122      | 101    | 110     | 100     | 109     | 1 325   | 1 418                  | 1 524                  |
| Vote 7 - Road Transport                  |     | 300                 |         |         | 400     |          |          | 300     |          |        |         |         | 250     | 1 250   | 1 518                  | 1 788                  |
| Vote 8 - Electricity                     |     | 4 010               | 3 888   | 3 801   | 3 600   | 3 559    | 3 339    | 3 356   | 3 402    | 3 477  | 3 670   | 3 890   | 3 583   | 43 575  | 54 479                 | 62 621                 |
| Vote 9 - Water                           |     | 7 200               | 1 415   | 1 419   | 1 420   | 7 188    | 1 411    | 1 389   | 1 417    | 7 188  | 1 409   | 1 411   | 1 448   | 34 315  | 37 746                 | 41 537                 |
| Vote 10 - Waste Water Management         |     | 850                 | 852     | 853     | 855     | 859      | 863      | 868     | 850      | 848    | 852     | 853     | 897     | 10 300  | 11 521                 | 13 135                 |
| Vote 11 - Waste Management               |     | 650                 | 644     | 649     | 650     | 650      | 654      | 655     | 650      | 649    | 653     | 655     | 647     | 7 806   | 9 676                  | 12 022                 |
| Vote 12 - Housing                        |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Vote 13 - Planning & Development         |     |                     |         |         |         |          | 5        |         |          |        |         |         | –       | 5   | 5                      | 6                      |
| Vote 14 - Health                         |     | 360                 |         |         |         | 360      |          |         |          | 361    |         |         | –       | 1 081   | 1 121                  | 1 189                  |
| Vote 15 - Other                          |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Total Revenue by Vote                    |     | 29 414              | 11 154  | 11 052  | 11 132  | 27 037   | 10 445   | 10 741  | 10 681   | 27 573 | 10 782  | 11 216  | 11 655  | 182 882                                       | 203 221                | 223 773                |
| Expenditure by Vote to be appropriated   |     |                     |         |         |         |          |          |         |          |        |         |         |         |   |                        |                        |
| Vote 1 - Executive & Council             |     | 1 202               | 1 201   | 1 198   | 1 183   | 1 193    | 1 199    | 1 290   | 1 293    | 1 254  | 1 240   | 1 241   | 1 262   | 14 756  | 15 789                 | 16 973                 |
| Vote 2 - Budget & Treasury               |     | 2 614               | 2 619   | 2 588   | 2 574   | 2 599    | 2 688    | 2 672   | 2 660    | 2 559  | 2 608   | 2 606   | 2 579   | 31 366  | 33 371                 | 35 852                 |
| Vote 3 - Corporate Services              |     | 1 130               | 1 129   | 1 133   | 1 140   | 1 120    | 1 111    | 1 100   | 1 140    | 1 190  | 1 130   | 1 139   | 1 094   | 13 556  | 15 313                 | 16 781                 |
| Vote 4 - Community & Social Services     |     | 430                 | 421     | 422     | 421     | 439      | 430      | 429     | 419      | 429    | 444     | 453     | 425     | 5 162   | 5 694                  | 6 100                  |
| Vote 5 - Sport & Recreation              |     | 427                 | 427     | 428     | 430     | 432      | 433      | 430     | 420      | 419    | 420     | 422     | 435     | 5 123   | 5 482                  | 5 892                  |
| Vote 6 - Public Safety                   |     | 470                 | 477     | 470     | 466     | 467      | 466      | 477     | 480      | 481    | 470     | 450     | 468     | 5 642   | 6 036                  | 6 489                  |
| Vote 7 - Road Transport                  |     | 915                 | 913     | 913     | 920     | 913      | 920      | 923     | 921      | 934    | 901     | 912     | 874     | 10 959  | 11 656                 | 12 530                 |
| Vote 8 - Electricity                     |     | 3 889               | 3 719   | 3 698   | 3 301   | 2 810    | 2 897    | 2 999   | 3 148    | 3 170  | 3 109   | 3 600   | 3 790   | 40 130  | 43 147                 | 46 495                 |
| Vote 9 - Water                           |     | 2 501               | 2 518   | 2 589   | 2 529   | 2 498    | 3 190    | 3 399   | 3 309    | 2 509  | 2 401   | 2 452   | 2 526   | 32 421  | 36 011                 | 40 198                 |
| Vote 10 - Waste Water Management         |     | 1 507               | 1 534   | 1 520   | 1 523   | 1 590    | 1 559    | 1 567   | 1 559    | 1 540  | 1 550   | 1 558   | 1 678   | 18 685  | 19 993                 | 21 492                 |
| Vote 11 - Waste Management               |     | 735                 | 736     | 734     | 734     | 734      | 741      | 709     | 733      | 733    | 733     | 734     | 739     | 8 795   | 9 411                  | 10 117                 |
| Vote 12 - Housing                        |     | 98                  | 89      | 100     | 98      | 99       | 100      | 99      | 99       | 101    | 98      | 98      | 99      | 1 178   | 1 261                  | 1 356                  |
| Vote 13 - Planning & Development         |     | 5                   |         |         | 10      |          |          |         | 5        |        |         |         | 10      | 30  | 32                     | 35                     |
| Vote 14 - Health                         |     | 90                  | 90      | 90      | 90      | 90       | 88       | 92      | 91       | 88     | 87      | 99      | 85      | 1 080   | 1 133                  | 1 218                  |
| Vote 15 - Other                          |     | 292                 | 292     | 292     | 292     | 292      | 292      | 292     | 290      | 290    | 296     | 290     | 295     | 3 505   | 3 750                  | 4 031                  |
| Total Expenditure by Vote                |     | 16 305              | 16 165  | 16 175  | 15 711  | 15 276   | 16 114   | 16 478  | 16 567   | 15 697 | 15 487  | 16 054  | 16 359  | 192 388                                       | 208 078                | 225 559                |
| Surplus/(Deficit) before assoc.          |     | 13 109              | (5 011) | (5 123) | (4 579) | 11 761   | (5 669)  | (5 737) | (5 886)  | 11 876 | (4 705) | (4 838) | (4 704) | (9 506)                                       | (4 857)                | (1 786)                |
| Taxation                                 |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Attributable to minorities               |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Share of surplus/ (deficit) of associate |     |                     |         |         |         |          |          |         |          |        |         |         | –       | –   | –                      | –                      |
| Surplus/(Deficit)                        | 1   | 13 109              | (5 011) | (5 123) | (4 579) | 11 761   | (5 669)  | (5 737) | (5 886)  | 11 876 | (4 705) | (4 838) | (4 704) | (9 506)                                       | (4 857)                | (1 786)                |





Office of the Municipal Manager

[illegible]







| Chief Finance Office  |   |                          |   |                   |         |   |        |                                     |        |   |        |  |        |  |        |
|---|---|--------------------------|---|-------------------|---------|---|--------|-------------------------------------|--------|---|--------|--|--------|--|--------|
| Individual Key Performance Area   | Key Performance Area                          | Key Focus Area           | Indicator   | Type of indicator | Measure | Quarter 30-Sep-14                               |        | Quarter 31-Dec-14                   |        | Quarter 31-Mar-15                               |        | Quarter 30-Jun-15                            |        | Total 2014/15                              |        |
|   |   |                          |   |                   |         | Proj  | Actual | Proj                                | Actual | Proj  | Actual | Proj   | Actual | Proj                                       | Actual |
| 1.Ensure accurate and timeous Reporting and Planning.                     | Financial sustainability                      | Budgeting                | 1.Monthly budget control Reconciliation of general ledger accounts with submission of sec 71reports         | Kpi               | 12      | Monitor monthly sec 71 for 3 months             |        | Monitor monthly sec 71 for 3 months |        | Monitor monthly sec 71 for 3 months             |        | Monitor monthly sec 71 for 3 months          |        | Monitor monthly sec 71 for 12 months       |        |
|   | Financial sustainability                      | Financial reporting      | 2.Submission of finance related annual report matters prescribed by the MFMA by 31 January 2014.            | Kpi               | 1       |   |        |                                     |        | Financial Portion 2012/2013 Annual Report       |        |  |        |  |        |
|   | Financial sustainability                      | Financial reporting      | 3.MFMA quarterly reports to Council, National Treasury, Provincial Treasury                                 | Kpi               | 4       | 1 st Quarterly report submitted by 30 Sept 2013 |        | 2 nd Quarterly report submitted     |        | 3 rd Quarterly report submitted by              |        | 4 th Quarterly report submitted              |        | 4 Quarterly reports submitted              |        |
|   | Financial sustainability                      | Financial reporting      | 4.Timeous submission of Mid-Year budget assessment report to Council. National & Provincial Treasury as per | KPI               | 1       |   |        |                                     |        | Section 72 Report submitted by 25 Jan 2013      |        |  |        | Section 72 Report submitted by 25 Jan 2013 |        |
|   | Good Governance and Stakeholder participation | Compliance Reporting     | 5. Departmental SDBIP developed by 30 June 2014   | KPI               | 1       |   |        |                                     |        |   |        | 2013/2014 SDBIP developed by 31 May          |        | 2013/2014 SDBIP developed by 31 May        |        |
| Key Performance Area  |   |                          | Indicator   |                   | Measure | Quarter Ending 30-Sep-13                        |        | Quarter Ending 31-Dec-13            |        | Quarter Ending 31-Mar-14                        |        | Quarter Ending 30-Jun-14                     |        | Total 2013/14                              |        |
|   |   |                          |   |                   |         | Proj  | Actual | Proj                                | Actual | Proj  | Actual | Proj   | Actual | Proj                                       | Actual |
| 2.To Develop a compliant budget and Financial Statements                  | Financial sustainability                      | Financial reporting      | 1.Timeous preparation and submission of Annual Financial Statements to                                      | Kpi               | 1       | Submission of AFS to the AG by 31 Aug           |        |                                     |        |   |        |  |        | Submission of AFS to the AG                |        |
|   | Institutional Transformation                  | Organisational Structure | 2. Appoint all interns in Budget and Treasury Office.   | PI                | 100%    | Appoint all staff in Budget and Treasury        |        |                                     |        |   |        |  |        | Appoint all staff in Budget                |        |
|   | Financial sustainability                      | Budgeting                | 3. Tabling of draft budget to council by 31 March 2014  | Kpi               | 1       |   |        |                                     |        | Tabling draft 2013/2014 budget by 31 March 2014 |        |  |        | Tabling draft 2013/2014 budget             |        |
|   | Financial sustainability                      | Budgeting                | 4. Submission of draft budget to Provincial, National, AG & COGHSTA   | Kpi               | 100%    |   |        |                                     |        |   |        | Submission of draft budget on                |        | Submission of draft budget on              |        |
|   | Financial sustainability                      | Budgeting                | 5. Timeous approval of annual budget by 31 May 2014   | Kpi               | 100%    |   |        |                                     |        |   |        | Budget approved by 31 May 2014               |        | 2 Budget approved by 31 May                |        |
|   | Financial sustainability                      | Budgeting                | 6. Submission of the final budget to the Provincial & National Treasury by 1 June 2014                      | Kpi               | 100%    |   |        |                                     |        |   |        | Submission of approved budget on 1 June 2013 |        | Submission of approved budget on           |        |
| 3.Ensure Effective Capacity development and Support in the Financial unit |   |                          | 1.Approval or performance agreement with specific time frames for financial management support and          | Kpi               |         |   |        |                                     |        |   |        |  |        |  |        |
|   | Financial sustainability                      | Revenue Management       | 1. Ensure 100% collection and receipt of grant funding as per DoRA allocations (Equitable share, FMG &      | Kpi               | 100%    | Receive Equitable share, MSIG & FMG             |        | Receive Equitable share             |        | Receive Equitable share                         |        |  |        | 100% Equitable Share, MSIG and             |        |

|   |   |                                 |   |    |      |   |  |   |  |   |  |  |  |   |  |
|---|---|---------------------------------|---|----|------|---|--|---|--|---|--|--|--|---|--|
| 3. Establish and maintain financial services and policies | Financial sustainability                      | Revenue Management              | 2. Annual review and implementation of approved credit control & debt collection, indigent policy. Q4 | Pi | 100% | Implementatio<br>n of reviewed<br>credit control<br>and debt<br>collection<br>policy from 1 |  |   |  | Review of<br>credit control<br>& debt<br>collection<br>policy by 31<br>March 2014 |  |  |  | Credit<br>Control<br>and debt<br>collection<br>policy<br>reviewed |  |
|   | Financial sustainability                      | Revenue Management              | 3. Develop and implement a Property Rates policy  | Pi | 1    | Implementatio<br>n of Rates<br>Policy from 1<br>July 2013                                   |  |   |  | Review of<br>Rates Policy<br>by 31 March<br>2013                                  |  |  |  | Rates<br>Policy<br>reviewed<br>and                                |  |
|   | Good Governance and Stakeholder participation | Bylaws, policies and procedures | 4. Review, By-lawing and Implementation of Credit Control and Debt Collection Policy                  | Pi | 100% | Implementatio<br>n of Credit<br>Control Policy<br>and Debtor<br>Payment                     |  | Implementat<br>ion of Credit<br>Control<br>Policy and<br>Debtor |  | Implementati<br>on of Credit<br>Control<br>Policy and<br>Debtor                   |  | Implementa<br>tion of<br>Credit<br>Control<br>Policy and |  | Implement<br>ation of<br>Credit<br>Control<br>Policy and          |  |
|   | Financial sustainability                      | Financial reporting             | 5. Preparation and implementation of valuation roll/register 2013/14.                                 | Pi | 100% | Implementatio<br>n of valuation<br>roll from 1<br>July 2013                                 |  |   |  |   |  |  |  | Implement<br>ation of<br>valuation<br>roll from 1                 |  |

| Key Performance Area  |   |                                 | Indicator   |     | Measure | Quarter Ending<br>30-Sep-13                              |        | Quarter Ending<br>31-Dec-13                          |        | Quarter Ending<br>31-Mar-14                          |        | Quarter Ending<br>30-Jun-14                          |        | Total<br>2013/14   |        |
|---|---|---------------------------------|---|-----|---------|--|--------|--|--------|--|--------|--|--------|--|--------|
|   |   |                                 |   |     |         | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj   | Actual |
| 3. Establish and maintain financial services and policies                                     | Institutional Transformation                  | Human Capital Development       | 6. Ensure minimum competency for all of Supply Chain Management Unit by June 2014.          | Pi  | 100%    | Training of Supply Chain Management Unit by 31 September |        |  |        |  |        |  |        | Training of Supply Chain Management Unit                 |        |
|   | Good Governance and Stakeholder participation | Bylaws, policies and procedures | 7. Ensure implementation of the supply chain management regulations and approved policy Q4. | Pi  | 100%    | Ensure SCM Unit Implements Regulations and Policies      |        | Ensure SCM Unit Implements Regulations and Policies  |        | Ensure SCM Unit Implements Regulations and Policies  |        | Ensure SCM Unit Implements Regulations and Policies  |        | SCM Unit Implements Regulations and Policies             |        |
|   | Financial sustainability                      | Financial reporting             | 8. Annual update and implementation of Indigent Register for all wards.                     | Kpi | 100%    | Updated Indigent Register by 1 July 2013                 |        |  |        |  |        |  |        | Updated Indigent Register                                |        |
|   | Financial sustainability                      | Asset Management                | 9. Implement GRAP compliant Asset Register and effective asset management system.           | Pi  | 100%    | Updated Asset Register and Asset Management System by 20 |        |  |        |  |        |  |        | Updated Asset Register and Asset Management              |        |
|   | Financial sustainability                      | Asset Management                | 10. Implementation of Proper Record Management System for Financial Department              | PI  | 100%    | Implementatio n of Proper Document Management System     |        | Implementatio n of Proper Document Management System |        | Implementatio n of Proper Document Management System |        | Implementatio n of Proper Document Management System |        | 100% Implementation of Proper Document Management System |        |
|   | Financial sustainability                      | Financial reporting             | 11. Ensure 100% maintenance and security in respect of general ledger accounting system     | Pi  | 100%    | Ensure 100% maintenance & security of G/L on daily       |        | Ensure 100% maintenance & security                   |        | Ensure 100% maintenance & security of                |        | Ensure 100% maintenance & security                   |        | Ensure 100% maintenance &                                |        |
| 5. Implementation of audit recommendations  | Financial sustainability                      | Financial reporting             | Implementation of audit recommendations and adhering to Operation Clean Audit Plan          | Pi  | 100%    | Quarterly Monitoring and Progress Reports and            |        | Quarterly Monitoring and Progress                    |        | Quarterly Monitoring and Progress                    |        | Quarterly Monitoring and Progress                    |        | 4 Quarterly Progress Reports and                         |        |
| 6. Negotiations with creditors on payment arrangements to avoid litigation                    | Financial sustainability                      | Expenditure and Cost Management | Effective credit management s65 and s99   | Pi  | 100%    | Continuous Creditor Negotiation to avoid litigation      |        | Continuous Creditor Negotiation to avoid             |        | Continuous Creditor Negotiation to avoid             |        | Continuous Creditor Negotiation to avoid             |        | No Creditor Litigation instigated                        |        |
| 7. Intensification of cost - cutting measures on overtime, telephone, cellphones & travelling | Financial sustainability                      | Expenditure and Cost Management | Effective cost management as per policy   | Pi  | 100%    | reduction on overtime, tele & cellphones & traveling     |        | Cost reduction on overtime, tele &                   |        | reduction on overtime, tele & cellphones &           |        | Cost reduction on overtime,                          |        | Cost reduction on overtime,                              |        |
| 8. Debt Collection  | Financial sustainability                      | Revenue Management              | Effective revenue management as per policy.   | Pi  | 12      | Monitor debt collection on a monthly basis.              |        | Monitor debt collection on a monthly basis.          |        | Monitor debt collection on a monthly basis.          |        | Monitor debt collection on a                         |        | Monitor debt collection on a                             |        |



Corporate Sercices

| Individual Key Performance Area                        | Key Performance Area                          | Key Focus Area                  | Indicator  | Type of indicator | Baseline | Quarter Ending  |        | Quarter Ending |        | Quarter Ending   |        | Quarter Ending   |        | Total  |        |
|--|---|---------------------------------|--|-------------------|----------|---|--------|----------------|--------|--|--------|--|--------|--|--------|
|  |   |                                 |  |                   |          | 30-Sep-14   |        | 31-Dec-14      |        | 31-Mar-15  |        | 30-Jun-15  |        | 2014/15  |        |
|  |   |                                 |  |                   |          | Proj  | Actual | Proj           | Result | Proj   | Actual | Proj   | Actual | Proj   | Actual |
| 1. To improve communication internally and externally  | Services and Customer Care                    | Customer relations              | Monthly departmental meetings  | Pi                | 10       | Arrange and attend Management meetings  |        |                |        | Arrange and attend Manageme nt meetings                        |        | Arrange and attend Manageme nt meetings                        |        | Arrange and attend 10 Manageme nt meetings                     |        |
|  | Services and Customer Care                    |                                 | Quarterly report on critical post filled by 30 June 2014                           | KPI               | 100%     | Quarterly report on critical post filled by 30 June 2014                      |        |                |        | Quarterly report on critical post filled by 30 June 2014       |        | Quarterly report on critical post filled by 30 June 2014       |        | Quarterly report on critical post filled by 30 June 2014       |        |
|  | Services and Customer Care                    |                                 | Quarterly report on Number of employees employed in accordance with the EE targets | KPI               | 70%      | Quarterly report on number employees in accordance with the EE targets        |        |                |        | Quarterly report on number employees in accordance with the EE |        | Quarterly report on number employees in accordance with the EE |        | Quarterly report on number employees in accordance with the EE |        |
|  |   |                                 | Quarterly Number of internships and learnerships created                           | KPI               | 6        | Quarterly number of internships and learnerships                              |        |                |        | Quarterly number of internships                                |        | Quarterly number of internships                                |        | Quarterly number of internships                                |        |
|  |   |                                 | Quarterly report on Number officials capacitated in terms of the works skills plan | KPI               | 1        | Quarterly report on number employees in accordance with the works skills plan |        |                |        | Quarterly report on number employees in                        |        | Quarterly report on number employees in                        |        | Quarterly report on number employees in                        |        |
|  |   |                                 | Quarterly Report on work skills plan submitted to LGSETA                           | KPI               | 1        | Quarterly report on workplace skills plan submitted to LG                     |        |                |        | Quarterly report on workplace skills plan                      |        | Quarterly report on workplace skills plan                      |        | Quarterly report on workplace skills plan                      |        |
|  |   |                                 |  |                   |          |   |        |                |        |  |        |  |        |  |        |
| 2. To improve the institutional capacity               | Institutional Transformation                  | Organisational Structure        | Number of post filled as per approved staff establishment                          | KPI               | 60%      | Quarterly report on post filled per staff establishment                       |        |                |        | Quarterly report on post filled per staff establishm           |        | Quarterly report on post filled per staff establishm           |        | Quarterly report on post filled per staff establishm           |        |
| Individual Key Performance Area                        | Key Performance Area                          | Key Focus Area                  | Indicator  | Type of indicator | Baseline | Proj  | Actual |                |        | Proj   | Actual | Proj   | Actual | Proj   | Actual |
| 4. PMS development and implementation                  | Institutional Transformation                  | Processes and Procedures        | All staff employment contracts in place SIGNED by 30 June 2014                     | Pi                | 1        | Employment contracts for all employees signed and in personnel Signed         |        |                |        |  |        |  |        | Employme nt contracts for all employees Signed                 |        |
|  | Good Governance and Stakeholder participation | Monitoring and evaluation       | 2. Performance Contracts in Place for MM and all S56 managers by 30 June 2014      | KPI               | 1        | Performance Contracts for MM, and al S56 managers                             |        |                |        |  |        |  |        | Performanc e Contracts for MM, and al S56                      |        |
| 5. To effectively support internal political interface | Good Governance and Stakeholder participation | Governance structures           | Attend all Special Council meetings during the year                                | Pi                | 8        | Attend special council meetings   |        |                |        | Attend special council meetings                                |        | Attend special council meetings                                |        | Attend 4 special council meetings                              |        |
|  | Good Governance and Stakeholder participation | Governance structures           | Minutes of qaurterly council committee meetings                                    | KPI               | 10       | Attend committee meetings   |        |                |        | Attend committee meetings                                      |        | Attend committee meetings                                      |        | Attend 10 committee meetings                                   |        |
|  | Good Governance and Stakeholder participation | Bylaws, policies and procedures | Facilitate Annual instutional policy review  | Pi                | 1        | 2 policies to be reviewed and implemented                                     |        |                |        | 2 policies to be reviewed                                      |        | 2 policies to be reviewed                                      |        | Developme nt and implementa                                    |        |

|  |   |                                 |   |                   |                                   |  |        |  |  |                              |   |                              |   |  |      |        |
|--|---|---------------------------------|---|-------------------|-----------------------------------|--|--------|--|--|------------------------------|---|------------------------------|---|--|------|--------|
| 6. Development of policies and by-laws | Good Governance and Stakeholder participation | Bylaws, policies and procedures | Review By Laws applicable to corporate services               | Pi                | 10                                | 5 By-Laws gazetted and implemented   |        |  |  |                              |   |                              |   | 10 By-Laws gazetted and implemented                                      |      |        |
|  | Good Governance and Stakeholder participation | Compliance reporting            | Reviewed the employment equity plan and submit to DOL council | KPI               | 1                                 | Reviewed Employment Equity Plan  |        |  |  |                              |   |                              |   | Reviewed Employment Equity Plan  |      |        |
| 7. Human Resource Development          | Good Governance and Stakeholder participation | Compliance reporting            | 2. Submit Workplace Skills Plan to Management and Council     | KPI               | 1 x workplace plan submitted      | Reviewed WSP   |        |  |  |                              |   |                              |   | Reviewed WSP   |      |        |
|  | Good Governance and Stakeholder participation | Compliance reporting            | 3. Submit Skills Audit Report to Council                      | KPI               | 1 x report submitted to council % | Skills Audit Report submitted to Council   |        |  |  |                              |   |                              |   | Skills Audit Report submitted to Council                                 |      |        |
|  |   |                                 | Quarterly report on customer complaints resolved within 3     | KPI               | 80%                               | Quarterly report on customer complaints  |        |  |  | Quarterly report on customer |   | Quarterly report on customer |   | Quarterly report on customer   |      |        |
| Individual Key Performance Area        | Key Performance Area                          | Key Focus Area                  | Indicator   | Type of indicator | Baseline                          | Proj   | Actual |  |  |                              | Proj  | Actual                       | Proj  | Actual   | Proj | Actual |
| 7. Human Resource Development          | Institutional Transformation                  | Human Capital Development       | 6. Development and Implementation of all job descriptions     | Pi                | 1                                 | All Job Description developed, evaluated, signed and filed on individual staff members |        |  |  |                              |   |                              |   | All Job Description developed, evaluated, signed and filed on individual |      |        |
|  |   |                                 | 7. Review and Implementation of Recruitment Policies          | Pi                | 1                                 | Recruitment Policy Reviewed, Approved by Council and implemented                       |        |  |  |                              |   |                              |   | Recruitment Policy Reviewed, Approved by Council and                     |      |        |
|  | Institutional Transformation                  | Processes and Procedures        | Implement organizational review by 30 June 2014               | KPI               | 100%                              |  |        |  |  |                              |   |                              |   |  |      |        |
| 8. Labour Relations                    | Institutional Transformation                  | Processes and Procedures        | Develop an employee wellness policy                           | Pi                | 1                                 | Schedule and Attend Health and Safety Committee Meeting                                |        |  |  |                              | Schedule and Attend Health and Safety Committee Meeting |                              | Schedule and Attend Health and Safety Committee Meeting | Schedule and Attend 4 Health and Safety Committee Meeting                |      |        |
|  | Good Governance and Stakeholder participation | Governance structures           | Compliance of all collective agreemnts                        | Pi                | 100%                              | Table Health and Safety Report   |        |  |  |                              | Table Health and Safety Report                          |                              | Table Health and Safety Report                          | Table 4 Health and Safety Reports  |      |        |
|  | Good Governance and Stakeholder participation | Compliance reporting            | Review of delegations of powers                               | Pi                | 1                                 |  |        |  |  |                              |   |                              |   | Review of delegations of powers  |      |        |
|  | Good Governance and Stakeholder participation | Governance structures           | Compliance with OHSACT  | Pi                | 100%                              |  |        |  |  |                              | Safety Equipment issued according to schedule           |                              | Safety Equipment issued according to schedule           | 100% of Safety Equipment issued according to schedule                    |      |        |



|  |   |                       |  |     |      |  |  |  |  |  |  |  |  |  |  |
|--|---|-----------------------|--|-----|------|--|--|--|--|--|--|--|--|--|--|
| 9. Health, Safety & Environment            | Good Governance and Stakeholder participation | Governance structures | 1. The keeping and compilation of minutes of all meetings of the Council and its Committees. (Issue not later than one week after the meeting)                       | KPI | 1    | Minutes Issued within 7 days of meeting                        |  |  |  | Minutes Issued within 7 days of meeting                        |  | Minutes Issued within 7 days of meeting                        |  | Minutes Issued within 7 days of meeting                        |  |
|  | Good Governance and Stakeholder participation | Governance structures | 2. The compilation and submission of Council resolutions to the Municipal Manager within 7 days after the meeting.   | KPI | 1    | Council Resolution submitted to MM within 7 days after meeting |  |  |  | Council Resolution submitted to MM within 7 days after meeting |  | Council Resolution submitted to MM within 7 days after meeting |  | Council Resolution submitted to MM within 7 days after meeting |  |
| 10. Improved Governance and accountability | Good Governance and Stakeholder participation | Governance structures | 3. Ensure that all Council resolutions assigned to the Administration Segment receive attention within Five (5) working days after such decision is forwarded by the | KPI |      | Resolutions attended to within 5 days                          |  |  |  | Resolutions attended to within 5 days                          |  | Resolutions attended to within 5 days                          |  | Resolutions attended to within 5 days                          |  |
|  |   | Governance structures | Implement the ICT Framework by 30 June 2014  | KPI |      | Implement the ICT Framework by 30 June 2014                    |  |  |  |  |  | Implement the ICT Framework by 30 June                         |  | Implement the ICT Framework by 30 June                         |  |
|  |   |                       | Functionality of the ICT steering committee by 1 x Quarterly meeting 30 June   | KPI |      | Functionality of the ICT steering committee by 1 x             |  |  |  |  |  | Functionality of the ICT steering                              |  | Functionality of the ICT steering                              |  |
|  |   |                       | Quarterly report on the Implementation of audit improvement plan   | KPI | 10   | Quarterly report on the Implementation of audit                |  |  |  | Quarterly report on the Implementa                             |  | Quarterly report on the Implementa                             |  | Quarterly report on the Implementa                             |  |
|  |   |                       | Quarterly report on the Compliance with risk register  | KPI | 100% | Quarterly report on the Compliance with risk register          |  |  |  | Quarterly report on the Compliance with risk register          |  | Quarterly report on the Compliance with risk register          |  | Quarterly report on the Compliance with risk register          |  |

Technical department

| Directorate                                | IDP objective                                 | IDP Key Focus Area                  | Indicator  | Type of indicator | Unit of measurement                                    | Quarter Ending 30-Sep-14   |        | Quarter Ending 31-Dec-14   |        | Quarter Ending 31-Mar-15   |        | Quarter Ending 30-Jun-15   |        | Total 2014/15                             |        |
|--|---|-------------------------------------|--|-------------------|--|--|--------|--|--------|--|--------|--|--------|---|--------|
|  |   |                                     |  |                   |  | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj                                      | Actual |
|  | Physical Infrastructure and Energy efficiency | Roads and Stormwater Infrastructure | Planning and upgrading of Jakaranda, Iris & Noord Street from gravel to paving                               | KPI               | 800 m Jakaranda, 800 m Iris, 300 m Noord street        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Upgrade of Jakaranda, Iris & Noord Street |        |
|  | Physical Infrastructure and Energy efficiency | Roads and Stormwater Infrastructure | Upgrade and completeion of Masakane, Kiewiet, Vink, Mossie, from gravel to paving                            | KPI               | Masakane 300m, Mossie 200 m, Vink 300 m, Kiewiet 200 m | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Upgrade of Masakane, Mossie & Vink        |        |
| 1. Managing & Planning of Capital Projects |   |                                     | Planning and design of 250m road in Jenn Haven   | KPI               |  |  |        |  |        |  |        |  |        |   |        |
|  | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Road rehabilitation of hoofstreet in Jenn Haven, from gravel to paving only 400 m.                           | KPI               | Hoofstraat 400 m                                       | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Hoofstraat 400 m                          |        |
| Key Performance Area                       |   |                                     | Indicator  |                   | Measure  | Quarter Ending 30-Sep-13   |        | Quarter Ending 31-Dec-13   |        | Quarter Ending 31-Mar-14   |        | Quarter Ending 30-Jun-14   |        | Total 2013/14                             |        |
|  |   |                                     |  |                   |  | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj   | Actual | Proj                                      | Actual |
|  | Physical Infrastructure and Energy efficiency | Roads and Stormwater Infrastructure | Skeifontein upgrade of main gravel access road and river crossings from Skeifontein stormwater requirements. | KPI               |  | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | Monitoring of the project & meetings with consultants on progress of the project |        | No funds available                        |        |
|  | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Commisioning of boreholes in Jenn Haven  | PI                | 2 Boreholes  |  |        | 2 complete boreholes   |        |  |        |  |        | 2 complete boreholes                      |        |
|  | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Analising of water samples in Postdene, Boichoko, Skeifontein, Groenwater, Town,                             | PI                |  | 3  |        | 3  |        | 3  |        | 3  |        | Samples                                   |        |
| 2. O & M Projects                          | Financial Sustainability                      | Water and sanitation Infrastructure | sampling of effluent at sewerage works   | PI                |  | 3  |        | 3  |        | 3  |        | 3  |        | samples                                   |        |
|  | Physical Infrastructure and                   | Roads and Stormwater                | 4. Establishment of functional Road  | PI                | 1  | Establishment of funtional Road  |        | Road Maintenance: Fixing of potholes   |        | Road Maintenance: Fixing of  |        | Road Maintenance: Fixing of  |        | Road Maintenance: Fixing of               |        |
|  | Physical                                      | Water sanitation Infrastructure     | 5. Maintenance of water network  | PI                | 1  | Maintaining water network  |        | Maintaining water network  |        | Maintaining water network  |        | Maintaining water network  |        | Maintaining water network                 |        |

|   | Infrastructure and Energy efficiency          | Public facilities                   | 6. Maintenance of buildings & Traffic Test Ground                                      |     | 1  | Maintenance of buildings & Traffic Test Grounds               |        | Maintenance of buildings & Traffic Test Grounds                               |        | Maintenance of buildings & Traffic Test Grounds                             |        | Maintenance of buildings & Traffic Test Grounds                             |        | Maintenance of buildings & Traffic Test Grounds                             |        |
|---|---|-------------------------------------|--|-----|--|---|--------|---|--------|---|--------|---|--------|---|--------|
| Key Performance Area                                    |   |                                     | Indicator  |     | Measure  | Quarter Ending  |        | Quarter Ending  |        | Quarter Ending  |        | Quarter Ending  |        | Total   |        |
|   |   |                                     |  |     |  |   |        |   |        |   |        |   |        |   |        |
|   |   |                                     |  |     |  | Proj  | Actual | Proj  | Actual | Proj  | Actual | Proj  | Actual | Proj  | Actual |
| 2. O & M Projects                                       | Physical Infrastructure and Energy efficiency | Roads and Stormwater Infrastructure | 8. Maintaining road signs & road works   |     | 1  | Maintenance of road signs & road works                        |        | Maintenance of road signs & road works  |        | Maintenance of road signs & road works                                      |        | Maintenance of road signs & road works                                      |        | Maintenance of road signs & road works                                      |        |
|   | Financial Sustainability                      | Monitoring and evaluation           |  |     | 1  | General supervision of staff                                  |        | General supervision of staff  |        | General supervision of staff  |        | General supervision of staff  |        | General supervision of staff  |        |
| 3. O & M and capital projects                           | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Tsantsabane / Misa bucket eradication program  | KPI | 500 waterborne toilets Maranteng and Postdene Informal settlements |   |        | Ensure Technical Department staff adhere 100% with Municipal Vehicle Policy   |        | Ensure Technical Department staff adhere 100% with Municipal Vehicle Policy |        | Ensure Technical Department staff adhere 100% with Municipal Vehicle Policy |        | Ensure Technical Department staff adhere 100% with Municipal Vehicle Policy |        |
|   | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Tsantsabane / Misa water and standpipes program.                                       | KPI | 500 Households Maranteng and Postdene informal settlements Phase 1 |   |        |   |        |   |        |   |        | Procurement of water maintenance components                                 |        |
|   | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Monthly routine inspection of boreholes  | PI  | 13 boreholes   | Assessment Completed and Recommendations submitted to Council |        |   |        |   |        |   |        | Assessment Completed and Recommendations submitted to Council               |        |
|   | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | Water and sanitation services to informal settlements. Boichoko / Maranteng / Postdene | KPI | 1  | Procurement of 2nd Vacuum Tanker                              |        |   |        |   |        |   |        | Procurement of 2nd Vacuum Tanker  |        |
|   | Physical Infrastructure and Energy efficiency | Energy Efficiency                   | Ensure masterplan of Electrical network  | PI  |  |   |        |   |        |   |        |   |        |   |        |
|   | Physical Infrastructure and Energy efficiency | Water and sanitation Infrastructure | 6. Prepare formal Operations and Maintenance Plans for : Waste Water Treatment         |     | 1  |   |        | Formal Operations and Maintenance plans development, approved and implemented |        |   |        |   |        | Formal Operations and Maintenance plans development                         |        |
| 4. Improve Operational Capacity of Technical Department | Physical Infrastructure and Energy efficiency | Energy Efficiency                   | Ensure following Critical positions are filled: Electrician                            |     | 1  |   |        | All critical positions filled   |        |   |        |   |        | All critical positions filled   |        |

## Community Services

[illegible]

| Key Performance Area                          |                                  |                               | Indicator   |     | Measure   | Quarter Ending |        | Quarter Ending |        |  | Quarter Ending |        | Quarter Ending |        | Total                                      |        |
|---|----------------------------------|-------------------------------|---|-----|-----------|----------------|--------|----------------|--------|--|----------------|--------|----------------|--------|--|--------|
|   |                                  |                               |   |     |           | 30-Sep-13      |        | 31-Dec-13      |        |  | 31-Mar-14      |        | 30-Jun-14      |        | 2013/14                                    |        |
|   |                                  |                               |   |     |           | Proj           | Actual | Proj           | Actual |  | Proj           | Actual | Proj           | Actual | Proj                                       | Actual |
| Management of traffic and protection services | Safety and Environment           | Traffic control               | Combine report in a qaurterly report on traffic services                  | PI  | 10        |                |        |                |        | Combine report in a qaurterly report on traffic services |                |        |                |        |  |        |
|   | Safety and Environment           | Traffic control               | Qaurterly Report to council on traffic offences                           | PI  | 10        |                |        |                |        | Combine report in one monthly report on traffic services |                |        |                |        | 10 Reports with council resolution numbers |        |
| Disaster Management                           | Safety and Environment           | Disaster Management           | Sign a SLA or MOU with the stakehoders with regard to disaster management | PI  | 1         |                |        |                |        |  |                |        |                |        | SLA / MOU                                  |        |
|   | Safety and Environment           | Disaster Management           | Review the disaster risk management plan and submit to council            | PI  | 1         |                |        |                |        |  |                |        |                |        | Council resolution no and item March 2014  |        |
| Environmental Health                          | Safety and Environment           | Environmental Management      | Comply with the drinking water quality standards                          | PI  | 10        |                |        |                |        |  |                |        |                |        | Monthly reports                            |        |
|   | Safety and Environment           | Environmental Management      | Monthly Water quality monitoring  | PI  | Monthly   |                |        |                |        |  |                |        |                |        | Monthly reports                            |        |
|   | Safety and Environment           | Environmental Management      | Food quality control  | KPI | Quarterly |                |        |                |        |  |                |        |                |        | Quarterly reports                          |        |
|   | Safety and Environment           | Environmental Management      | Monthly Surveillance of communicable diseases                             | PI  | Monthly   |                |        |                |        |  |                |        |                |        | Monthly reports                            |        |
| Sport and Recreation                          | Social and Community Development | Sport and Recreation          | Qauterly report on the upkeep of recreational facilities                  | PI  | 5         |                |        |                |        | quarterly report on all the upgrades                     |                |        |                |        | scope minutes and payment certificates     |        |
|   | Social and Community Development | Public Health care facilities | Quarterly report on the upkeep of public health facilities                | PI  |           |                |        |                |        |  |                |        |                |        | scope minutes and payment certificates     |        |
|   | Social and Community Development | EPWP                          | Quarterly report on the implementation of EPWP                            | PI  | 1         |                |        |                |        | quarterly report on all the upgrades                     |                |        |                |        | scope minutes and payment certificates     |        |